

2008 WORKFORCE DIVERSITY PLAN



Missouri Department of Labor and Industrial Relations



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Workforce Diversity Policy Statement

The Department of Labor and Industrial Relations is a workforce diversity employer dedicated to the principles of fairness in all personnel management transactions. Each of the divisions and agencies operating within the Department joins in this effort to promote the principles of fair employment, equal opportunity and equal access to services.

We recognize that both vigorous enforcement of the laws against discrimination and voluntary affirmative efforts are necessary to overcome the effects of discrimination. Therefore, it is the policy of the Department of Labor and Industrial Relations to provide equal employment opportunity to applicants and employees without regard to race, color, religion, sex, age, national origin, political belief, veteran status and physical or mental disability.

The Department is firmly committed to full and positive compliance with all federal and state regulations which forbid discrimination in the delivery of services to all applicants served by the programs of the Department. This policy and the Workforce Diversity Plan shall be adhered to by all staff. Supervisory and management staff shall assure that the intent, as well as the stated requirements, are implemented in all employee regulations and personnel practices. This plan serves as a base document to monitor results throughout the year.

Through this commitment, the Department's Workforce Diversity Plan, this policy and its principles are integrated in the Department's business objectives. The plan will be distributed to key department personnel and will be made available to any applicants, department employees or other interested parties requesting to view the program.



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FY2008 Workforce Diversity Summary

An action plan was developed to increase awareness of career opportunities available by enhancing the electronic bulletin board for posting of all department job opportunities. The Department achieved this goal by posting vacancy announcements on the internal Intranet web site and the external Internet web site. We also discussed establishing a mentoring program for professional development of staff and improving working relationships among diverse cultural groups.

Human Relations was granted approval to attend two recruitment events in the state of Missouri. With assistance from the Office of Supplier and Workforce Diversity, the Department looks to expand Human Relations' participation in recruitment events.

FY2009 Workforce Diversity Action Plan

The Department will conduct an expanded program of open recruitment in all positions to avoid the possible discriminatory effects of informal job networks and similar systems.

In the area of recruiting, the Department will participate in job fairs throughout the state of Missouri. Recruitment efforts shall focus on specific skills and abilities required to fill critical vacancies.

The Department requires mandatory diversity training to all department employees. Training is set to begin May 2009 and completing by the end of November 2009.

The Department is working to enhance awareness of career opportunities available within the Department. This is being done by posting promotional vacancies in accessible viewing areas such as the Jefferson City, Kansas City and Springfield facilities.

The Department seeks to establish relationships with private businesses and organizations to assist in revitalizing current recruitment methods. In addition, recruitment efforts will seek to include non-traditional sources (churches, community centers, junior colleges, technical schools). Available information indicated that we did not effectively utilize non-traditional sources as listed in 2008.

The Department goal is to devise an action plan to train department and division management on how to use the Department's workforce diversity plan for recruitment and retention strategies:

- Enhance awareness of career opportunities available within the Department;
- Work closely with division management and state diversity recruiter to recruit qualified minority and women candidates;
- Establish relationships with private businesses and organizations to assist in revitalizing current recruiting methodologies;
- Increase usage of the performance management system as reinforcement in coaching managers to improve working relationships among diverse cultural groups; and
- Provide a higher level of diversity training for managers; and target non-traditional events and publications for the recruitment of minorities.

Department of Labor and Industrial Relations Overview

The Missouri Department of Labor and Industrial Relations promotes economic security, safe and healthy workplaces, as well as protects wage earners and individuals against discrimination by improving working conditions, enforcing labor and anti-discrimination laws, and helping those who are unemployed or injured on the job.

In addition, the Department is responsible for administering programs that: (1) provide an income contribution for workers to offset the loss of a job because of injury; (2) provide an income contribution for workers to offset the loss of a job because of layoff; (3) determine the appropriate bargaining unit for public employees; (4) determine wages for public works and construction projects; (5) promote safe working environments; (6) enforce Missouri's anti-discriminatory statutes and protect Missouri citizens in the areas of housing, employment, and public accommodation; and (7) investigate allegations of workers' compensation fraud and noncompliance.

Agencies operating within the Department are: the Labor and Industrial Relations Commission, State Board of Mediation, Division of Labor Standards, Division of Workers' Compensation, Division of Employment Security, the Missouri Commission on Human Rights, and Director and Staff Administration.

The Department also provides seminars and training for businesses or organizations on various topics such as Child Labor Laws, Fair Housing, Mine and Cave Safety and Health, and Workers' Compensation, to name a few. The On-Site Safety and Health Consultation Service provided by the Department is a confidential, no-charge service to employers with up to 250 workers (or up to 500 nationwide). The service assists employers in reducing injuries and illnesses without penalties, thereby providing safer and healthier workplaces.

The Missouri Department of Labor and Industrial Relations assists employers and employees by helping them understand Missouri laws regarding their rights and responsibilities. It is the Department's goal to provide exceptional, innovative services to our customers, the employees and employers of the state of Missouri.

DEPARTMENT'S EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICY STATEMENT

The Department of Labor and Industrial Relations, in conforming to the Governor's Executive Order 94-03, Article III and the Department's EEO Policy Statement, will maintain a policy of equal employment opportunity. The Department will comply with the letter and spirit of the law to ensure that all individuals have an equal opportunity to compete for and obtain employment based on their skills, knowledge and abilities for a particular position, without regard to such non-merit factors as race, color, religion, national origin, sex, age, mental or physical disability, political affiliation or opinion.

The Workforce Diversity Plan shall provide assessment and monitoring of all services to the public to ensure fair and impartial treatment. It shall provide assessment to major personnel processes to eliminate discrimination in recruitment, selection for appointment, work assignments, promotions, training, benefits, disciplinary actions, grievance procedures and all other personnel actions affecting department employees.

Through affirmative action, the Department will take positive steps to eliminate any inequities that may exist both in its delivery of services to the public and within its own organization.

B05-00500 Equal Employment Opportunity - Introduction

This section presents the DOLIR Equal Employment Opportunity and Workforce Diversity policy. It also provides federal regulations regarding the Civil Rights Act of 1964 and Discrimination Because Of Sex. The Department's policy regarding sexual harassment is presented followed by employee discriminatory practice grievance procedures. Additional procedures relevant to Equal Employment Opportunity (EEO) are also included.

B05-00505 Policy

The Department of Labor and Industrial Relations (DOLIR) is committed to the principles and enforcements of the Civil Rights Act of 1964 and all subsequent amendments which prohibit discrimination on the basis of race, color, gender, national origin, age, disability, religious, and political beliefs. It is the full intent of DOLIR to comply with federal and state laws, regulations, and guidelines in its employment practices and its services to clients. DOLIR is committed to a Workforce Diversity Plan that will ensure the full utilization of all qualified applicants and employees to their full potential. Each supervisor, manager, and division director is responsible for understanding, communicating, and enforcing this policy.

DISABILITY STATEMENT

The Department of Labor and Industrial Relations, in keeping with its commitment to diversity, recognizes that the people with disabilities bring abilities and skills vital to today's workplace. The Department supports the Americans with Disabilities Act (ADA) through its policies and recruitment efforts.

Statutes, Orders, Department Policy References

GOVERNOR'S EXECUTIVE ORDER 05-30

WHEREAS, since 1990, the Office of Administration, State of Missouri has endeavored to “establish and implement a plan to increase and maintain the participation of certified socially and economically disadvantaged small business concerns or minority business enterprises, directly or indirectly, in contracts for supplies, services, and construction contracts, consistent with targets determined after an appropriate study conducted to determine the availability of socially and economically disadvantaged small business concerns and minority business enterprises in the marketplace;” pursuant to Senate Bills 808 & 672 passed by the General Assembly and signed into law by then Governor Ashcroft; and

WHEREAS, such a study was conducted and found statistically significant disparities in state contractual expenditures for construction and the purchase of goods and services, as compared to the ready, willing and able minority and women-owned business enterprises (M/WBEs) in the state; and

WHEREAS, Executive Order 98-21 established goals to increase the percentage of goods and services procured from certified M/WBEs; and

WHEREAS, the goals for M/WBE participation established in Executive Order 98-21 have not been substantially met; and statistically significant disparities in state contractual expenditures for construction and the purchase of goods and services from minority and women-owned businesses in the state still exist; and

WHEREAS, on September 27, 2004, Behavioral Interventions, Inc. filed a lawsuit in the U.S. District Court, in the Western District of Missouri challenging the propriety of Missouri's M/WBE program. In January 2005, a preliminary injunction was issued ordering the Office of Administration, State of Missouri to suspend the placing of M/WBE requirements in any procurement by the State of Missouri. Because of the uncertainty created in the aftermath of the litigation, the program has undergone comprehensive revision not only to withstand constitutional scrutiny, but also to more adequately address the compelling needs and obstacles of minority and women-owned businesses to gain greater access to business opportunities, both public and private, within the state of Missouri; and

WHEREAS, the State of Missouri is dedicated to the compelling governmental interest in remedying race and sex based discrimination in a manner consistent with state and federal law; and

WHEREAS, the State of Missouri is committed to enhancing the economic health and prosperity of the state by promoting the greater use of minority and women-owned businesses. Job creation for Missouri residents, and therefore the success of minority and women-owned businesses, are paramount goals of this Administration; and

WHEREAS, the State of Missouri will gain enormously from improvements in expanded business opportunities for Missouri residents created by the expansion of minority and women-owned businesses and through the additional tax revenues generated by those individuals and businesses; and

WHEREAS, to further these goals, which are of the highest priority of this Administration, it is the policy of this Administration to develop economic opportunities for minority and women-owned businesses wherever possible.

NOW, THEREFORE, I, Matt Blunt, Governor of the State of Missouri, under the authority vested in me under the constitution and the laws of this state, to fulfill the mandate of the General Assembly in Senate Bills 808 & 672 and to pursue the compelling interest of remedying discrimination, do hereby declare the following narrowly tailored policies and procedures shall be adopted by the Executive Branch of state government in procuring all types of goods and services:

1. The Office of Supplier and Workforce Diversity (OSWD) is established to replace the Office of Equal Opportunity. All the authority, powers and privileges of the Office of Equal Opportunity is transferred to the OSWD. The Director of OSWD shall be appointed by the Governor. The Director of OSWD shall report to the Commissioner of Administration. The Director shall have primary responsibility for assisting in the coordination and implementation of affirmative action throughout all departments of the executive branch of state government, including programs to increase M/WBE participation, and advising the Governor on issues regarding equal employment opportunity, affirmative action, and efforts to administer affirmative action goals and timetables for implementation throughout the departments of the executive branch.

The Office of State Compliance Officer is hereby abolished. The Director of OSWD shall be the State's chief compliance officer for the executive branch of state government to ensure that the State of Missouri is complying with all federal and state laws concerning equal employment opportunity and affirmative action. If needed, the Director shall assist each department in developing an Affirmative Action Plan of Implementation. Additionally, the Director of OSWD shall review progress reports of the departments and shall meet biannually with each department director to evaluate departmental results and determine the course of future affirmative action goals, timetables, recruiting, planning, and implementation. The results of each meeting shall be reported in writing to the Governor and Commissioner of Administration.

Not later than January first of each calendar year, the Director of OSWD shall provide a report to the Governor and the Commissioner of Administration which summarizes the activities of each department pursuant to this Order and which contains recommendations for additional programs to accomplish the purposes of this Order.

The Commissioner of Administration shall provide the Director of OSWD with such facilities, staff, resources, equipment, and supplies as are necessary to carry out the duties set forth herein. The Director of OSWD shall submit a proposal each fiscal year to the Commissioner of Administration detailing the needs of the Office of Supplier and Workforce Diversity.

2. All state agencies shall continue to make every feasible effort to target the percentage of goods and services procured from certified MBEs and WBEs to 10% and 5%, respectively. These efforts shall include participation in an Executive Branch Contract Compliance Council which shall, in cooperation with the OSWD, review procurement efforts to assist in meeting the requirements of this Executive Order.
3. The Divisions of Purchasing and Materials Management (PMM) and Facilities Management, Design and Construction (FMDC) within the Office of Administration shall be authorized to implement the following programs to increase M/WBE procurement:
 - a. PMM shall be authorized to encourage prime contractors to subcontract with M/WBEs on all contracts of \$100,000 or greater. OSWD contracts shall include a provision for participation which

will allow the bidders to tailor a plan to fit the contract. Mandatory percentage goals of M/WBE participation shall not be established in violation of federal or state law. M/WBE participation shall be encouraged by PMM in consultation with OSWD and the user agency depending on the availability of M/WBE vendors in the applicable commodity/service and geographical area. PMM shall consider M/WBE participation as a significant factor in a contract bid. The M/WBE participation will be evaluated along with other criteria in the award of a bid. It is intended that 10% MBE and 5% WBE percentage is desired. The participation can be met through the use of prime contractors, subcontractors, suppliers, joint ventures, or other arrangements that afford meaningful opportunities for M/WBE participation. OSWD in conjunction with PMM shall also appoint a M/WBE Purchasing Manager for the purpose of promoting and coordinating the participation of M/WBEs in State of Missouri contracts.

- b. FMDC shall be authorized to evaluate M/WBE participation in design contracts, as part of the quality-based selection process, for construction projects worth \$1.5 million or more. On contracts with lesser value, FMDC shall make special efforts to target M/WBEs as prime contractors. Overall participation targets for each fiscal year shall be 10% MBE and 5% WBE; however, mandatory percentage goals shall not be established in violation of federal or state law. The targets may be met through the use of prime contractors, subcontractors, joint ventures, or other arrangements that afford meaningful opportunities for M/WBE participation. FMDC shall also be authorized to seek participation of M/WBEs on construction contracts. The targets shall be set on a project by project basis by FMDC in consultation with the OSWD, taking into account the availability of M/WBE contractors in the applicable geographic area and construction trade, with the overall participation targets for each fiscal year at 10% MBE and 5% WBE. The targets may be met through the use of prime contractors, subcontractors, suppliers, joint ventures, or other arrangements that afford meaningful opportunities for M/WBE participation.
 - c. Both FMDC and the PMM shall establish policies or rules to implement these programs which shall include a waiver provision for prime contractors who make a good faith effort to attain such targets but do not succeed. They shall also establish enforcement procedures in cooperation with the OSWD to assist contractors to meet subcontracting commitments. Their programs shall be reviewed annually to determine whether targets should be modified.
 - d. FMDC and PMM are authorized and directed to identify and consult with such entities as the St. Louis Minority Business Council, the Kansas City Minority Supplier Council and the Kansas City Council of Women Business Owners in identifying M/WBEs to participate in state procurements.
4. OSWD shall monitor the programs and work with FMDC and PMM in their implementation. The OSWD shall have the following responsibilities and carry out the following tasks:
- a. to actively recruit, facilitate and serve as a clearinghouse for M/WBE contractors to participate in the programs;
 - b. to cooperate with the PMM and the FMDC in the administration and enforcement of the M/WBE participation programs;
 - c. to cooperate with the PMM and the FMDC in the development of policies, forms, and procedures to carry out the requirements of the M/WBE participation programs;
 - d. to participate in M/WBE target setting;
 - e. to perform fact-gathering and record-keeping to determine both the effectiveness of state participation programs and the availability and utilization of eligible M/WBEs on individual projects, including levels of participation and availability in specific areas;
 - f. to certify contractors as M/WBEs;
 - g. to assess the continuing need for M/WBE participation targets for specific contracting areas;
 - h. to monitor contractor participation with M/WBE targets; and

- i. to recommend sanctions for contractors who fail to faithfully execute M/WBE participation plans during the course of contract performance.
5. The programs shall be reviewed annually to monitor the level of M/WBE participation achieved in state contracting areas during the previous year. An assessment of the programs and whether their continuation is necessary shall be delivered to the Governor and the General Assembly. After it is determined that M/WBEs participate in state contracts in a manner commensurate with their presence and capability in the state marketplace, the programs set forth in section 2 will be terminated.

Executive Order No. 98-21 (1998) and article II of Executive Order 94-03 (1994) are hereby superseded and replaced by this Executive Order.

Minority and Women-owned Business Enterprises (M/WBEs)

The Department achieved the overall goal of spending 15% of its expenditures with MBE/WBE businesses. The Department far exceeded the WBE goal of 5%.

In an effort to increase the Department's MBE participation, additional analysis will be conducted to determine the top object codes by dollar used in FY2008.

In addition, the Department's procurement section will work with divisions to ensure MBEs are considered during the RFP process, as well as day-to-day purchases.

Compelling Governmental Interest

The Missouri Department of Labor and Industrial Relations represents the state of Missouri. The programs of this department vary to include ensuring an income for workers to offset the loss of a job because of an injury or layoff and enforcing Missouri's anti-discriminatory statutes. Citizens in Missouri, and in some cases, citizens in the United States, are affected by delivery of services by employees of the Department. Therefore, the Department strives to recruit and retain a workforce to best serve the needs of the diverse citizenry. The Department and this plan assist in the selection of a diverse and qualified group of employees to serve the public.

Just as citizens across Missouri differ based on where they live, work and play, citizens differ based on their needs of services. Missouri citizens who make use of programs want to be assured that they are served by individuals who are sensitive to their needs.

Delivering services not only means performing an act or providing a service. It includes developing program policies and guidelines; supervising the case management of individuals and working to ensure legislation and regulations are upheld and are appropriate. This will ensure that all Missourians receive the optimum in services from the state.

The Workforce Diversity Plan is used as a guide in assisting in the selection of qualified individuals. The Department has attempted to recruit and maintain diversity within its workforce and has had continued difficulty attracting and maintaining a diverse workforce through conventional means. The Workforce Diversity Plan, through scrutiny of availability of qualified individuals within the reasonable recruitment area, is assisting the Department in establishing a recruitment plan. The Department is able to analyze the labor market area and set goals tailored to the position and existence of qualified individuals within the respective recruitment areas. The analysis and recruitment efforts are assisting in the increase in the availability of qualified minorities and females within the pool of available candidates.

The Department does not require managers to select minorities or females in specific positions. It encourages the selection of minorities and females in positions where underutilization is reflected. The Department allows race and sex to be utilized under these circumstances only as one criteria. The applicant must be qualified for the position and must be able to carry out all functions of the position. The Workforce Diversity Plan exists to address historically underutilized classes of individuals, of which females and minorities are foremost. Diversity is not limited to race and sex, but includes age, disability, veteran status, religion along with other issues.

The services and programs provided establish a compelling governmental interest to utilize the Workforce Diversity Plan.

Disclaimer

The Workforce Diversity Plan is an active means of recruitment to establish a workforce mirroring the citizenry of Missouri.

The Department's objectives are not developed or administered as quotas, nor are they administered in a manner which discriminates in hiring, appointing or promoting an individual on the grounds of race, color, religion, sex or national origin.

Objectives are projected, for appropriate positions, for historically excluded people. Objectives are projected and utilization analyses are conducted on the basis of race, sex, religion, age, disability and veteran status.

The Missouri Office of Supplier & Workforce Diversity database is the reference which contains the information necessary to monitor the statistical data contained in the report.

Responsibility for Implementation

Ultimate responsibility for achievement of equal employment opportunity in the Department, through this Workforce Diversity Plan and other provisions is assigned to the director of the Department, under both the laws and principles of sound public administration. The director's status in the Department ensures workforce diversity priorities are communicated and implemented. In addition, the director ensures that employees and applicants are aware of the Department's commitment to equal employment opportunity. The policy on equal employment opportunity is incorporated in the Department's Administrative Manual.

Division and agency directors are responsible for directing their respective personnel in implementing the Department's equal employment opportunity program and Workforce Diversity Plan objectives.

WORKFORCE DIVERSITY RESPONSIBILITIES

Designation of Equal Employment Opportunity Officer

The Department's Human Resources Manager is responsible to the Department director with full responsibility, authority and staff support to develop, implement and monitor the Workforce Diversity Plan as it relates to the Department's staffing and services.

The Human Resources Manager assigns responsibility for the day-to-day operations and implementation of this plan to the Human Relations Officer. The Human Relations Officer serves as the designated Equal Employment Opportunity Officer (EEO). The responsibilities of the Human Relations Officer include, among other duties:

- Development of the Department's written workforce diversity plan as well as the plan updates to conform to all applicable laws and regulations.
- General direction and coordination of programs established under this plan.
- Collection, analysis and proper publication of all statistical data called for in this plan and its guidelines for implementation.
- Preparation of all government reports required with regard to equal employment opportunity in the Department and to the operation of this plan.
- Provide assistance to section heads in need of technical advice or administrative support in meeting their responsibilities under this plan and under applicable equal employment opportunity laws and regulations.
- Establishment of a liaison with non-profit minority and women's organizations which specialize in recruiting minorities and women, maintenance and updating of a list of such organizations capable of producing qualified minority and female applicants for employment by the Department and regular evaluation of the effectiveness of such organizations.
- Annual or more frequent review of employment practices in the Department including review of such related documents as job descriptions, application forms and job announcements to help assure that any practices which are discriminatory are eliminated or corrected.
- Assistance to responsible supervisory and management personnel and in conjunction with the development of affirmative recruitment programs to help achieve their goals under this plan.
- Preparation of an annual report on workforce diversity in the Department for publication.
- Develop and conduct training to Department and division management on how to use the Department's Workforce Diversity Plan for recruitment and retention strategies.
- Develop and conduct Workforce Diversity and Preventive Workplace Harassment training to Department staff.

Dissemination of Equal Employment Opportunity Policy

The Department's equal employment opportunity policy will be disseminated internally and externally for the benefit of all employees, prospective employees, recipients of services, department suppliers, contractors and the general public.

INTERNALLY

- The policy statement is contained in all personnel policy manuals.
- The Human Relations office reviews the workforce diversity progress and stresses the Department's commitment to workforce diversity.
- Equal employment opportunity posters are posted in all of the Department's facilities.
- The Organization and Staff Development section presents and conducts the New Employee Orientation Program and Supervisory Training Program. Organization and Staff Development includes, as part of the orientation, the Department's Equal Opportunity Program.

EXTERNALLY

- Recruitment sources used by the Department, which includes unions, colleges, universities and organizations specializing in the recruitment of historically excluded people, will be informed of the Department's non-discriminatory policy and workforce diversity plan. A summary of the Workforce Diversity Plan is provided upon request.
- Additional steps in dissemination may be taken from time to time by the department director, human relations officer or the human resources manager.
- Nothing in this plan should be interpreted as invalidating any lawful provision of any contract existing between the Department and a union or other duly established bargaining agent of employees. Conversely, the Department will not be a party to a collective bargaining agreement, or provision thereof, which violates equal employment opportunity laws and regulations to which the Department is subject. The appropriate officials of all unions and other bargaining agents with whom the governmental unit has contacts will be provided copies of the Workforce Diversity Plan.
- All contractors working with the Department will be advised of the Department's policy on non-discrimination and the contractor's obligations. In appropriate instances, the Department may negotiate specific workforce diversity measures in the applicable contract.

Workforce Analysis

At the end of FY2008 the workforce analysis section is prepared for the Department of Labor and Industrial Relations by using internal data generated by the Human Resources and Information Systems Sections. The Missouri Department of Labor and Industrial Relations employs 719 full-time employees statewide. Total males make up 30.6 percent and females make up 69.4 percent of the department's workforce. White males account for 27.7 percent of the workforce; black males, 2.5 percent of the workforce and other minority males make up .8 percent. White females account for 62.3 percent, black females make up 6.3 percent and other minority females make up .8 percent. The total minority workforce within the Department is 10 percent.

DEPARTMENT OF LABOR AND INDUSTRIAL RELATIONS BREAKDOWN

Male	30.6%
Female	69.4%

Males

White	27.7%
Black	2.5%
Other Minorities	0.4%

Females

White	62.3%
Black	6.3%
Other Minorities	0.8%

TOTAL EMPLOYEES	719
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TOTAL MINORITY EMPLOYEES %	10.0%
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Description of Equal Employment Opportunity Job Categories

Official-Managerial: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct department division office, work units and bureaus. They include the following: directors, division directors, personnel officers, employee relations officers, controllers, superintendents, center directors, directors of nursing, children and youth services administrators, medical directors and unit managers.

Professional: Occupations that require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training that provide comparable knowledge. They include the following: physicians, social workers, psychiatrists, dentists, psychologists habitation specialists, occupational therapists, case managers, accountants, pharmacists, personnel analysts, lawyers, systems analysts, auditors, chaplains, medical librarians and registered nurses.

Technician: Occupations that require a combination of basic scientific or technical knowledge and manual skill that can be obtained through specialized post-secondary school education or through equivalent on-the-job training. This includes the following: computer programmers and operators, licensed practical nurses, psychometrics, draftsmen, data entry operators, laboratory technicians, dental hygienists, reimbursement officers, fire and safety specialists.

Protective Service: Occupations in which workers are entrusted with public safety, security and protection from destructive forces. This includes the following: security officers, security guards, lifeguards, fire and safety workers, their supervisors and watchmen.

Paraprofessional: Occupations in which employees perform some of the duties of professional and technical in a supportive role which usually require less formal training and/or experience normally required for professional or technical status. They include the following: library assistants, educational assistants, security aides, psychiatric aides, developmental assistants, activity aides, occupational therapy assistants and substance abuse counselor assistants.

Office-Clerical: Occupations in which workers are responsible for internal and external communications, recording and retrieval of data and/or information and other paperwork required in an office. This includes the following: clerks, clerk-stenographers, clerk-typists, composing equipment operators, duplicating equipment operators, switchboard operators, data entry operators, mini-computer operators, stores clerks, storekeepers, bookkeepers, personnel clerks and administrative assistants.

Skilled Craft: Occupations in which employees perform jobs which require special manual skill and thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. They include the following: locksmiths, automotive mechanics, refrigeration mechanics, carpenters, electricians, painters, plumbers, power plant mechanics, sheet metal workers, boiler operators and stationary engineers.

Service Maintenance: Occupations in which employees perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds. They include the following: groundskeepers, laundry workers, laundry supervisors, seamstresses, bakers, cooks, food service helpers, meat cutters, laborers and automotive drivers.

Job Groups

JOB GROUP ANALYSIS

The Department of Labor and Industrial Relations uses OA-EEO job group categories. The Department has 115 job titles which have been organized into 14 of the OA-EEO job groups based on job description, level of responsibility and types of expertise the jobs require. Although the Department has attempted to establish job clusters of 50 or more, the Department has offices of less than 20 total workers in its administrative units across the entire state, which makes it impossible to meet the 50 or more criterion.

The Department uses the 14 job group areas described below for its job categories analysis.

1 - Officials and Administrators

Officials/Administrators - This subgroup consists of classifications which contain responsibilities for the organization's executive management. This subgroup includes: directors, wardens, superintendents, deputy directors, division directors, and other administrative executives.

Managers/Administrators - This subgroup consists of classifications with responsibility for bureau administration. These individuals execute policies or direct individual bureau activities and operations. This subgroup includes: administrators, managers, and assistant managers.

Managers/Specialized Training - This subgroup consists of classifications with responsibility for managing specialized activities. This subgroup includes: managers with medical, health, engineering, computers and other specialized training requirements.

Other Managers - This subgroup consists of classifications with responsibility for non-policy making program management, supervision, and other program or project management. This subgroup includes: supervisors, program specialists, management analysts, and other managers not elsewhere classified.

2 - Professional

Auditors/Accountants - This subgroup consists of those classifications with responsibilities for non-managerial accounting and auditing functions. Employees in these classifications may have specialized knowledge and/or training obtained through college training. This subgroup includes: auditors, accountants, and audit supervisors.

Other Professionals - This subgroup consists of classifications with responsibility for non-managerial professional activities. Employees in these classifications have specialized knowledge obtained through college, training institutions or work experience. This subgroup includes: professional telecommunications analysts, professional business regulation and inspection classifications, and other professional classifications not elsewhere identified.

Management Analysts/Personnel Analysts - This subgroup consists of classifications with professional management skills, personnel or human resource knowledge, labor relations or training skills. Employees in these classifications have specialized knowledge obtained through college, training institutions or work experience in these related area.

Attorneys/Hearing Officers - This subgroup consists of those classifications responsible for professional level legal, social science, and religious activities. Employees in these classifications have specialized theoretical knowledge obtained through college and/or law school. This subgroup includes: administrative hearing officers, senior counsels, other attorneys, social science workers and case workers.

Purchasing Agents/Buyers - This subgroup consist of those classifications working with procurement and related fiscal activities. Work includes approving and consolidating internal procurement of services in a state agency. This subgroup includes: Procurement Officer I and Procurement Officer II.

3 - Technicians

Other Technicians - This subgroup contains classifications which require a combination of scientific or technical knowledge and manual skill which is obtained through post secondary education or through equivalent on-the-job training. This subgroup includes: electronic technicians, and other technical positions.

5 - Paraprofessionals

Paraprofessionals - This subgroup contains classifications which include responsibilities of a limited professional, technical, or supervisory nature. This subgroup includes: library assistants, medical aides, child support workers, police auxiliary, welfare service aides, recreation assistants, home-makers aides, home health aides, revenue agents, legal aides and tax examiners.

6 - Office/Clerical

Clerical Support/Keyboard - This subgroup includes classifications with responsibilities for internal and external communication. The employees in these classifications are required to be proficient in typing and other keyboard skills. This subgroup includes: data entry operators, secretaries, word processing clerks, clerk typists, stenographers, office machine operators and other classifications where typing skills are mandatory requirements for the position. Also includes supervisor of such positions.

Clerical Support/Non-Keyboard - This subgroup includes classifications with responsibilities for filing, answering the phone, and operating basic office equipment. The employees in these classifications are not required to be proficient in typing or other keyboard skills. This subgroup includes: clerks, receptionists, dispatchers, messengers, hearing reporters, and cashiers.

7 - Service/Maintenance

Transportation Occupations - This subgroup includes classifications with responsibilities for the transportation of materials, furniture or equipment. This subgroup includes: bus drivers, delivery personnel and stores clerks.

DEPARTMENT OF LABOR AND INDUSTRIAL RELATIONS CLASSIFICATION REPORT

The lean job titles that have been identified for the Department have been further reclassified into 14 job categories or job groups based on the State of Missouri, Office of Administration's EEO job classification system. A listing of salary ranges is also included.

Officials/Administrators

- Board Members
- Commission Members
- Commission Chairman
- Deputy State Department Director
- Division Director
- State Department Director

Managers/Administrators

- Chief Administrative Law Judge
- Chief Legal Counsel
- Fiscal and Administrative Mgr (Broadband 2)
- Fiscal and Administrative Mgr (Broadband 3)
- Human Resources Mgr (Broadband 2)
- Investigation Mgr (Broadband 2)
- Labor and Industrial Relations Mgr (Broadband 2)
- Labor and Industrial Relations Mgr (Broadband 3)
- Research Mgr (Broadband 2)

Managers/Specialized Training

- Chief Counsel

Other Managers

- Designated Principal Asst Department
- Designated Principal Asst Division
- Fiscal and Administrator Mgr. (Broadband 1)
- Labor and Industrial Relations Mgr (Broadband 1)
- Office Services Coordinator II
- Occupational Safety & Health Supervisor
- Public Information Administrator
- Research Analyst IV

Auditors/Accountants

- Accountant I
- Accountant II
- Accountant III
- Accounting Analyst II
- Budget Analyst I
- Claims Auditor II

- Insurance Financial Analyst I
- UI Auditor I
- UI Auditor II
- UI Auditor III

Other Professionals

- Appeals Referee
- Appeals Referee II
- Claims Technician I
- Claims Technician II
- Claims Supervisor I
- Claims Supervisor II
- Claims Supervisor III
- Contributions Tech I
- Contributions Tech II
- Contributions Supervisor II
- Contributions Supervisor III
- Court Reporter Supervisor
- Court Reporter II
- Investigator I
- Investigator II
- Investigator III
- Legislative Coordinator
- Mine Safety Instructor
- Occupational S&H Consultant I
- Occupational S&H Consultant II
- Occupational S&H Consultant III
- Occupational Research Analyst II
- Occupational Safety & Health Supervisor
- Occupational Health Consultant WC
- Prevailing Wage Invest I
- Prevailing Wage Invest II
- Prevailing Wage Invest III
- Public Information Specialist I
- Research Analyst I
- Research Analyst II
- Research Analyst III
- Safety Consultant
- Safety Consultant Supervisor
- Special Asst Professional
- Workers Comp Mediator

Management/Personnel Analysts

Administrative Analyst I
Administrative Analyst II
Administrative Analyst III
Human Relations Officer I
Human Relations Officer II
Management Analysis Specialist I
Management Analysis Specialist II
Management Analyst I
Management Analyst II
Management Analyst III
Personnel Analyst I
Personnel Analyst II
Personnel Officer II
Training Tech II
Training Tech III

Attorneys/Hearing Officers

Administrative Law Judge
Appeals Referee III
Assistant General Counsel
Legal Counsel
General Counsel
Legal Advisor

Purchasing Agent/Buyer

Procurement Officer I
Procurement Officer II

Technicians

Mine Inspector
Training Technician I

Paraprofessionals

Claims Examiner
Contributions Deputy
ES Deputy
Executive I
Executive II
Student Intern

Support/Keyboard

Office Support Asst (Stenographer)
Office Support Asst (Keyboarding)
Senior Office Support Asst (Keyboarding)
Senior Office Support Asst (Stenographer)
Special Asst Office & Clerical
Workers Compensation Supervisor
Workers Compensation Trainee
Workers Compensation Technician I
Workers Compensation Technician II

Clerical Support/Non-Keyboard

Account Clerk II
Administrative Office Support Asst
Information Support Coordinator
Office Support Asst (Clerical)
Personnel Clerk
Senior Office Support Asst (Clerical)

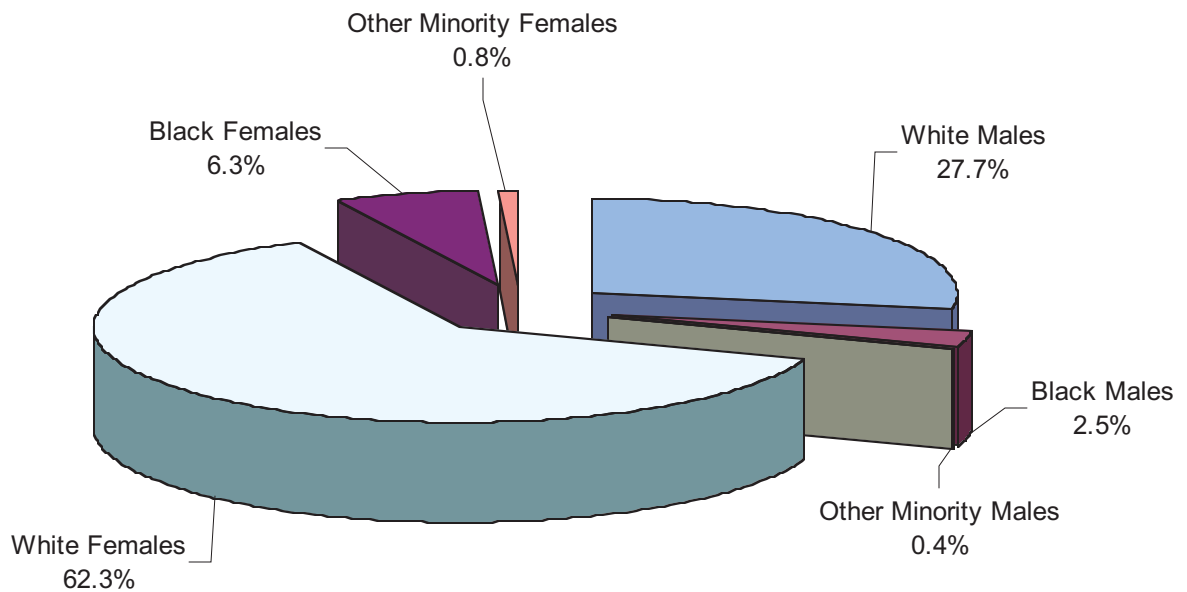
Transportation Occupation

Motor Vehicle Driver

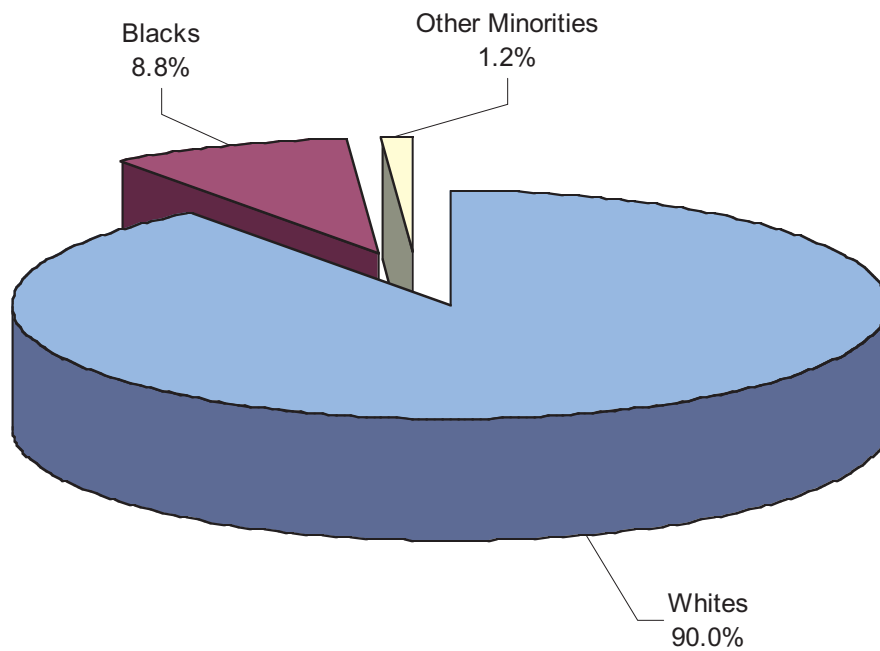
ANNUAL SALARY CODE TABLE

Salary Code	Low Salary Range	High Salary Range
01	\$ 0	\$ 15,999.99
02	\$ 16,000.00	\$ 19,999.99
03	\$ 20,000.00	\$ 24,999.99
04	\$ 25,000.00	\$ 32,999.99
05	\$ 33,000.00	\$ 42,999.99
06	\$ 43,000.00	\$ 54,999.99
07	\$ 55,000.00	\$ 69,999.99
08	\$ 70,000.00	\$ +

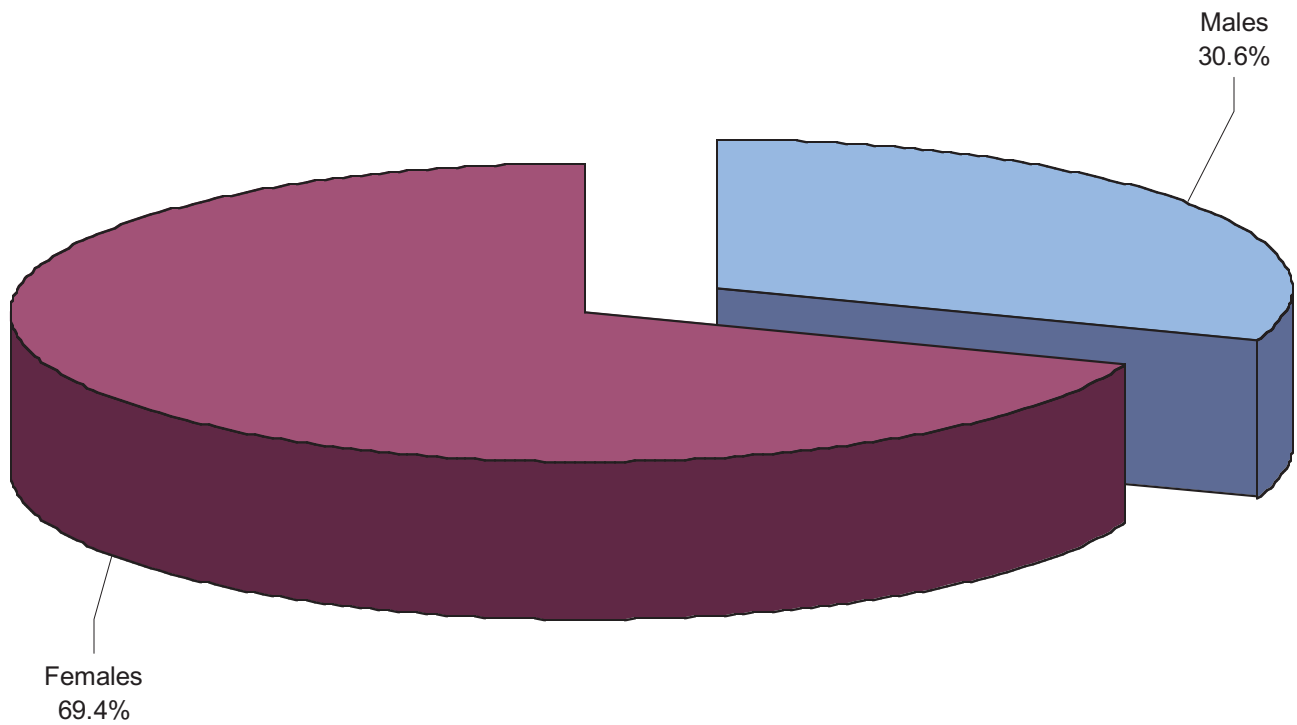
**Department of Labor and Industrial Relations: Staff Gender & Race Breakdown
As of June 30, 2008**



Department of Labor and Industrial Relations: Staff Breakdown by Race
As of June 30, 2008



**Department of Labor and Industrial Relations: Staff Breakdown by Gender
As of June 30, 2008**



APPENDIX 1

Human Resources Policies

RECRUITMENT AND PLACEMENT

Job opportunities are posted throughout the Department. Job announcements are mailed to college counselors and organizations to encourage minority and female referrals. The Human Resources staff attends career days and college fairs to disseminate information concerning the Department's employment opportunities.

Contacts are maintained with minority state legislators and community organizations which represent minority and female groups. In addition, these organizations are sent job opportunity announcements to encourage minority and female referrals.

The mission of the Missouri Department of Labor and Industrial Relations is to promote and protect industry and labor. To realize this mission, it is essential to utilize the diverse human resources in the workplace to the greatest extent possible. As such, DOLIR is committed to the principles of fair employment, equal employment opportunity and equal access to services.

One important element is the Department's recruitment program. The Human Resources Section acts as the Department's recruitment arm and provides this service to all divisions.

The recruitment program's objectives are to identify, recruit, assist and match qualified persons to meet the Department's employment needs.

The methods used by the Department in its recruitment efforts are multifaceted and focused in two primary areas. First, it is necessary to develop communities' contacts to assist in the search for talented individuals.

Second, it is important that the opportunities within the Department are communicated as widely as possible both internally and externally. To achieve the Department's objectives, the recruitment program includes the following methods:

- **Job Fairs.** The Department will consider participating in area job fairs and expositions to recruit qualified personnel for the Department. For example, the Department plans to attend job fairs which may include but are not limited the following: Lincoln University, the Black Exposition in Kansas City and St. Louis, the Hispanic Exposition, the National Forum for Black Public Administrators, the Missouri Legislative Black Caucus Foundation and the Urban Progressive Caucus.
- **Employment Assistance.** A variety of service and support will be provided to those recruits who express an interest in working for DOLIR. First, potential recruits will be interviewed to ensure they possess basic qualifications for merit and non-merit classifications used by the Department. This will include a review of the individual's college transcripts and/or work experience. Second, assistance will be provided in filling out applications and scheduling exams. Those individuals making it to the interview stage may be provided with other assistance such as a discussion of the interview structure and process.
- **Marketing.** Employment opportunity within DOLIR will be communicated through diverse media sources such as newspapers, professional journals and the Missouri Great Hires system.

- **Retention.** In addition to the challenge of finding and recruiting qualified individuals for employment, the Department believes it is important to retain employees. DOLIR will make every effort to ensure that the work environment is one that is conducive to achieving our goals. Conducting exit interviews and diversity training are two examples of efforts to achieve greater retention.

PROMOTIONS

Internal staffing announcements are publicized by job opportunity announcements or inter-office communications.

The Human Resources section maintains a report “Personnel Transactions” indicating each promoted employee’s name, location, job classification, sex and race.

Job vacancy announcements for vacancies are posted on bulletin boards throughout the Department’s facilities as well as on the agency’s Intranet.

TRAINING

Annually, the Department holds supervisory training, reviews equal employment opportunity and gives guidance in the administration and implementation of the Department’s equal employment opportunity program and Workforce Diversity Plan.

WORKFORCE DIVERSITY

The Missouri Department of Labor and Industrial Relations is committed to ensuring that minorities, women, and historically excluded groups are equitably represented at all levels of employment throughout the Department’s organizational structure.

The Department has instituted a biennial mandatory training participation for all employees in Workplace Harassment Preventive Training and Workplace Diversity Training.

Workplace Harassment Preventive Training was completed in August 2008.

Workplace Diversity Training is set to begin May 2009 and completed by the end of November 2009.

The intent of the workforce diversity policy and plan is to strengthen the organization and improve customer service. It too, will help the Department seek out individuals throughout the organization whose potential has not been fully utilized and assist each person in reaching their full potential. This will help to assure upward mobility for all qualified individuals.

The Department’s career development is available to all Department employees including historically excluded groups of employees.

LAYOFFS, REINSTATEMENTS, DISCHARGES, DEMOTIONS AND DISCIPLINARY ACTIONS

Human Resources are responsible for monitoring employee exit interviews, layoffs, disciplinary action and discharges. All employees have the right to file a grievance or complaint with the human relations officer if they dispute a personnel action that is covered by the grievance process as outlined in the agencies grievance procedure policy.

The complaint/grievance procedure assures employees the opportunity to discuss any action taken by a supervisor and to utilize the internal process because of a grievance or civil action taken against the Department.

The Department does not maintain reports on demotions by name, location, sex, race or reason for demotion. The Department identifies employees who are eligible for rehire in the Termination Report by name, position, sex, race and location. Exit interviews are conducted with employees who voluntarily terminate employment with the Department.

DRUG FREE WORKPLACE AND HARASSMENT

The Department recognizes that alcohol and drug abuse adversely affects the health, safety and well-being of citizens in all aspects of life. The Department complies with the Drug Free Workplace Act of 1988, which requires that all federally funded employers issue and enforce, as a condition of employment, policies prohibiting drugs in the workplace. The Department ensures that the implementation of this policy will not have an adverse impact on employees because of their age, color, sex, religion, national origin, disability or veteran status.

It is the policy of the Department to provide all employees with a work environment free from any form of discrimination, including any kind of harassment. These policies are distributed to new employees upon appointment. The Department's General Administrative Manual regards acts of sexual harassment as misconduct and unlawful sex discrimination which can affect males or females, employees or non-employees and will take action to provide appropriate remedies when such harassment is reported or discovered.

Victims of harassment may utilize the Department's discriminatory grievance procedure to bring their situation to the attention of management.

Sexual harassment is a form of employee misconduct which interferes with work productivity and wrongfully deprives employees of the opportunity to work in an environment free from unsolicited and unwelcome sexual overtones. Sexual harassment includes all unwelcome sexual advances, requests for sexual favors and other such verbal or physical conduct. Sexual harassment is a prohibited personnel practice and is a violation of the law.

Sexual harassment exists where an employee exercises or threatens to exercise the authority and power of his or her position to control, influence, direct or affect the job, duties, earnings or career of another employees, prospective employee, or client in order to obtain a sexual favor. It also exists when the conduct in question would tend to create an intimidating work environment or to interfere with an employee's work.

The Human Relations office is available as needed to counsel employees of the Department who believe that they have been subjected to harassment.

APPENDIX 2

Other Human Resources Procedures

GRIEVANCE/COMPLAINT PROCEDURES

The Non-Discriminatory Grievance Complaint Procedure and the Discriminatory Grievance Complaint Procedure Policies are in the employee handbook that is distributed to all Department employees and are available online.

The Discriminatory Grievance Complaint Procedure sets out the method of filing a complaint with the human relations officer.

The Non-Discriminatory Grievance Complaint Procedure sets out the method of filing grievances and outlines the steps involved.

All salaried employees, regardless of position, are given the opportunity to participate in the Department's employee benefits. There will be no disparity.

UPWARD MOBILITY (CAREER LADDER)

Career planning services are offered by career development staff in the Human Resources Section. Specialized programs have been developed and implemented to provide employee development opportunities and counseling services. Counseling services will include:

- Assisting the employee in defining career goals; and
- Advising the employee of means of developing additional skills and assisting the employee in assessing his or her promotability.

Managers shall encourage and provide opportunities for employees to participate in career counseling, training programs and other activities intended to support upward mobility objectives. Managers also shall make every effort to give assignments that will provide opportunities for employees to increase their skills and enhance their chances for promotion.

EVALUATION OF PROGRAM BARRIERS

The major objective of the Department's equal employment opportunity program and workforce diversity plan is to identify and remedy the barriers that may exist for historically excluded people in recruitment, hiring, promotion, transfer, discipline and discharge.

The Department will establish quantitative and qualitative monitoring procedures to reach the overall objectives of the program. These procedures include but are not limited to:

- Review the Department facilities to ensure all equal employment opportunity materials are properly displayed.
- Train newly appointed supervisors in equal employment opportunity and interviewing techniques.
- Review internal training participation each month to ensure all employees, including minorities and females, are receiving training benefits.
- Conduct and review voluntary exit interviews to look for any patterns of employment that would affect the equal employment opportunity program.
- Review reports to determine success of utilizing minority and female employees.

CAREER DEVELOPMENT

To some extent, achievement of equitable distribution of historically excluded people throughout all job classifications in the Department as projected in goals and timetables, will be the result of initial assignments, subsequent transfers, promotions and training.

To assure that historically excluded people are given access, affirmatively, to all positions and all lines of progression within the Department, the following policies and practices shall apply:

- Initial referrals for job interviews in hiring units will be made with deliberate consideration of workforce diversity objective, under procedures developed by the director in consultation with the equal employment opportunity officer.
- All persons directly involved in the interviewing process and in decisions regarding assignments will be given specific orientation concerning this policy.
- All employees will be permitted to apply, through transfer and promotion for higher or more favorable (from a career perspective) positions in the Department without advance approval by, or notice to the present supervisor.
- A career counseling program is established to assist employees in achieving career advancement. Emphasis will be placed on advancement into positions in which historically excluded people have been excluded or significantly under represented.
- In-house training and similar programs will be reviewed periodically by the equal employment opportunity officer and training staff for possible modifications or expansion to better achieve the purpose of this plan.
- A comprehensive upward mobility program will be established by the director, in consultation with the human relations officer.

MONITORING PERFORMANCE

The Human Relations office will review all of the above records at least annually to assure compliance with all aspects of this plan and inform the director regarding compliance with the plan and progress toward its objectives. The annual report, and such other periodic reports as may be deemed appropriate, will include recommendations for any changes the office believes are necessary for the program to better achieve its purpose.

The annual report on workforce diversity and other appropriate reports will be circulated to all supervisory and managerial personnel in the Department. Contact is made with each supervisor or unit head, whose unit appears to have significant deficiencies in workforce diversity, seek explanation for these deficiencies and offer assistance in overcoming them where appropriate.

Following are specific areas of concern:

1. Applicant flow, by race, sex, national origin and source of applicant (e.g., response to vacancy announcements, word-of-mouth, advertising in journals, etc.).
2. Hires by race, sex and national origin.
3. Initial placement after hired, section to which assigned and position by race, sex and national origin.
4. Transfers and promotions by race, sex, national origin, position and section for which transferred or promoted.
5. Voluntary and involuntary terminations, by race, sex, national origin, type of termination and reason.

APPENDIX 3

Selection Process

No person shall be denied employment with the Department of Labor and Industrial Relations solely on the basis of race, creed, color, sex, national origin, age, religion, disability or veteran status. No selection devices or practices shall be utilized which result in unlawful discrimination at any point in the selection process.

A majority of the positions within the Department are filled through the selection of individuals who have passed appropriate examinations and have been certified by the State Division of Personnel for appointment or promotion. All those considered for the position must rank in the top 15 percent depending on the age of the register. For most positions in the Department, the selection procedure consists of the personal interview, an evaluation of education and experience and past job performance.

All selection procedures must be job related and conducted in such a manner that all applicants are evaluated on the same criteria to assure that all have an equal opportunity for employment or promotion. The manager or supervisor responsible for the selection shall develop interview questions designed to evaluate the knowledge, skills and abilities required to perform the duties of the position. Structured interviews shall be conducted for all positions in accordance with the Department's procedures.

Managers and supervisors of the Department shall select for appointment or promotion in accordance with the workforce diversity objectives, provided that they rank in the most qualified group of applicants in the selection process.

Elements and results of the selection process will be reviewed by the personnel director and human relations officer. These individuals will review selections for appointment and promotion where a qualified historically excluded applicant is available and the affected work unit is underutilized in the job class in question and for all positions where a qualified historically excluded applicant is available.

Results, problems, adverse trends or patterns obtained as a result of any of the above procedures will be reported to the appropriate director who, in turn, will inform subordinate management as necessary. The appropriate division director also will be advised of any selection practices which does not assist in meeting the Department's workforce diversity objectives and of more effective alternative procedures. The division director will take corrective action as required.

The Department director also will be advised of each agency or division's progress in achieving hiring objectives. Agencies or divisions consistently unable to achieve their objectives in spite of the availability of affected group members will be brought to the Department director's attention in order that corrective action may be taken.

luntary and involuntary terminations, by race, sex, national origin, type of termination and reason.

Glossary

To provide the reader with a basic knowledge of elements common throughout this document, the following definitions and explanations are provided.

Equal Employment Opportunity

The condition whereby all employment processes and circumstances operate to afford an equitable opportunity to all individuals, irrespective to non-merit principles such as race, color, sex, religion, national origin, ancestry, age, disability status (except when any of these factors is an existing bona fide occupational qualification) or political affiliation (except for certain specified employees in the unclassified service).

Workforce Diversity

Workforce diversity is characterized by positive activity initiated by an employer which contributes to equal opportunity for all individuals. The term “workforce diversity” is best understood in relation to “equal opportunity” i.e., equal opportunity can be stated as a condition and workforce diversity as a means by which the condition is achieved. Workforce diversity thus includes all the various methods through which equal employment opportunity for historically excluded people is made a reality. Underlying the term is a tacit recognition that positive action is presently required both to ensure against discrimination in employment and to remedy the effects of past practices. If progress is to be made for historically excluded people, nothing less than workforce diversity must be taken.

Career Ladder

A career ladder is a series of job classifications in which an employee can advance through training, lateral transfers, and/or on-the-job experiences to successively higher levels of responsibility and salary.

Protected Groups

As popularly used, the term protected groups refers to historically excluded people whose members have been subjected to large scale employment discrimination in recent years. Title VII, however, protects any person who is discriminated against because of his or her race, color, religion, sex or national origin. Disabled individuals, persons above the age of 40, and Vietnam veterans are protected classes under other laws and regulations.

Underutilization

Employment of members of a race, ethnic or sex group in a job or job group at a rate below their availability. The concept of underutilization includes any numerical disparity and is not limited to the 80 percent rule applicable to concepts such as adverse impact.

Upward Mobility

An upward mobility program includes policies, goals and activities to facilitate career opportunities for employees who are in a dead-end class series or who are underutilized and have demonstrated the aptitude and potential to advance to higher levels.

Utilization Analysis

An analysis conducted by an employer to determine whether historically excluded people are employed in each major job group at a rate consistent with the availability of qualified historically excluded people in the relevant labor market for positions covered by each job category.

Workforce Analysis

According to the U.S. Department of Labor, “A listing of each job title as it appears in applicable payroll records (not job group) ranked from lowest paid to highest paid within each Department or other similar organizational unit including Departmental or unit supervision.”

Workforce

A workforce is made up of a group of individuals employed by the state, a Department or a Departmental division.

Career Progression

Established in accordance with 1 CSR 20-3.010 (7) (B) 3, is intended to provide agencies with increased managerial flexibility and reduce expenditure of agency staff time and resources. The use of career progression allows a promotion to be effected in an efficient manner when a particular employee, based on past performance, program knowledge or special skills, is best suited for the promotion. The need to announce an exam, request a certificate, determine availability and interview candidates is eliminated.